

4-9
Satisfaction with Amount of Authority

Question	Supervisor Results	
	Count	Percent
How much authority do you have to carry out the following personnel management responsibilities?		
Writing or changing job descriptions (i.e., classifying jobs)		
all I need	2762	49%
some. but not enough	1927	34%
none	998	18%
totals	5687	100%
Recruiting and selecting employees		
all I need	3026	52%
some. but not enough	2218	38%
none	599	10%
totals	5843	100%
Changing the organizational structure of my work unit		
all I need	2054	36%
some. but not enough	2052	36%
none	1623	28%
totals	5729	100%
Assigning work to subordinates		
all I need	5156	85%
some. but not enough	808	13%
none	100	2%
totals	6064	100%
Evaluating work performance		
all I need	5121	85%
some. but not enough	784	13%
none	147	2%
totals	6052	100%
Giving monetary and honorary performance awards		
all I need	3063	51%
some. but not enough	2187	37%
none	704	12%
totals	5954	100%

4-9 (Cont.)
Satisfaction with Amount of Authority

Question	Supervisor Results	
	Count	Percent
Firing people		
all I need	1688	33%
some. but not enough	1727	34%
none	1710	33%
totals	5125	100%
Approving leave requests/controlling employee absences		
all I need	5188	86%
some. but not enough	652	11%
none	177	3%
totals	6017	100%
Taking disciplinary action		
all I need	3413	60%
some. but not enough	1779	31%
none	504	9%
totals	5696	100%
Taking action to improve substandard performance		
all I need	3553	61%
some. but not enough	1912	33%
none	340	6%
totals	5805	100%
Getting employees the training they need		
all I need	3122	52%
some. but not enough	2404	40%
none	487	8%
totals	6013	100%
Changing work processes or methods		
all I need	3273	55%
some. but not enough	2258	38%
none	442	7%
totals	5973	100%
Composite - Satisfaction with Amount of Authority		
all I need	41419	59%
some. but not enough	20708	30%
none	7831	11%
totals	69958	100%

4-9 (Cont.)
Satisfaction with Amount of Authority

MACOM Breakout

MACOM	Supervisor Results	
	Count	Percent
AMC		60%
FORSCOM		59%
MEDCOM		57%
TRADOC		61%
USACE		62%
USAREUR		58%
OTHER		58%
TOTAL ARMY		59%